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GRADUATE SCHOOL

CONTINUING EDUCATION
FOR THE FEDERAL
COMMUNITY

Newsletter

CALENDAR OF EVENTS

April 1969

- April 16 "Federalism in Transition: The Dynamics of Change and Continuity," by Robert E. Merriam, President, University Patents Inc. of Illinois.
- April 23 "The Crisis in Fiscal Federalism - The Case For and Against Revenue Sharing," by Charles J. Zwick, former Director, Bureau of the Budget.
- April 30 "The Management Gap: At the Federal Level," by John N. Erlenborn, United States Representative from Illinois.
- May 7 "A National Urbanization Policy," by William L. Slayton, Executive Vice President, Urban America Incorporated.

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CURRENT SERIAL RECORDS

The above lectures will take place in the Agriculture Auditorium at 2:00 p.m. each day. They will be free of charge.

- May 6 Faculty Luncheon -- A panel of Graduate School Students will discuss the Self-study.
- May 26 - 31 Summer Evening Program Registration.
- May 30 Memorial Day - no registration

SYSTEMS APPROACH TO TRAINING

"Government and industry training departments can be -- perhaps should be -- made into behavior-change departments," an authority on the subject of programmed learning told guests at our April faculty luncheon.

The speaker was Geary Rummler, director of the Center for Programmed Learning for Business, Bureau of Industrial Relations, at the University of Michigan. He is also President of the National Society for Programmed Instruction.

Dr. Rummler, in an entertaining, informal talk, discussed a systems approach to training which, he said, we need because "we're running out of people." We can no longer, he pointed out, continue the practice of just pulling people in, trying them out, and then discarding them if



they don't "fit." Instead, we need a way of making the people we have more productive. What we need for this is a technology and a method of approach.

The systems approach to training can fill this need, the speaker explained, because it offers a way to look at human performance. Unfortunately, he added, in most organizations there is no one in charge of total performance. So, what usually happens is that a supervisor, recognizing that he has a problem with one or more employees, seeks aid from the organization's training department. The training department's response is to ask what kind of training is needed -- instead of the systems approach of first seeking out what the problem is and then prescribing the training that might help solve the problem. (In many cases training may not be what is needed to solve the problem.)

Dr. Rummler also pointed out that there are two aspects in effecting behavior change: acquisition of behavior (or skills) and maintenance of behavior (or keeping performance up to the desired standard). Often, he said, what is believed to be an acquisition problem turns out to be a problem of maintenance, instead.

"We can teach skills -- or have people master information -- through programmed learning," Dr. Rummler said, "but this doesn't guarantee application. Other factors enter in -- the boss, peers, practices in effect, lack of reinforcement in the job situation, and so on. Human performance is complex -- it can't be approached from just one angle or with only one tool."

He said that in a three-day seminar for training officers he is conducting for the Graduate School, he is trying to get training programs directed toward seeking answers to questions such as "What behavior change is desired?" "Is it a problem of acquisition -- or a failure in maintenance?" "How will the desired change be maintained?" "What remains to be worked on?"

ROHRBAUGH GETS OUHCA POST

Dr. Lewis H. Rohrbaugh, Director of the Boston University Medical Center, and formerly Director of the Graduate School, U. S. Department of Agriculture, was recently elected Vice President for 1969 and President-elect for 1970, of the Organization of University Health Center Administrators. The OUHCA is composed of representatives of about 75 universities which have grouped their teaching hospitals and various schools devoted to the health professions into Medical or Health Centers.

FEDERALISM TODAY

"Federalism Today" is the theme of our 1969 series of William A. Jump - I. Thomas McKillop Memorial Lectures in Public Administration, to be given in the Thomas Jefferson Auditorium at the U. S. Department of Agriculture.

Clifford M. Hardin, Secretary of Agriculture, will introduce the series on Wednes-

day, April 16, at 2:00 p.m. when Robert E. Merriam, President of University Patents Incorporated of Illinois, will discuss: "Federalism in Transition: The Dynamics of Change and Continuity." Senators Clifford P. Hansen from Wyoming and Lee Metcalf from Montana will serve as reactors.

On Wednesday, April 23, at 2:00 p.m., Charles J. Zwick, former Director of the Bureau of the Budget, will speak on "The Crisis in Fiscal Federalism -- The Case For and Against Revenue Sharing." The reactors at this time will be, Martha W. Griffiths, United States Representative from Michigan and James A. Maxwell, Professor of Economics, University of Connecticut. L. Lazlo Ecker-Racz with the Washington Center for Metropolitan Studies will moderate the program.

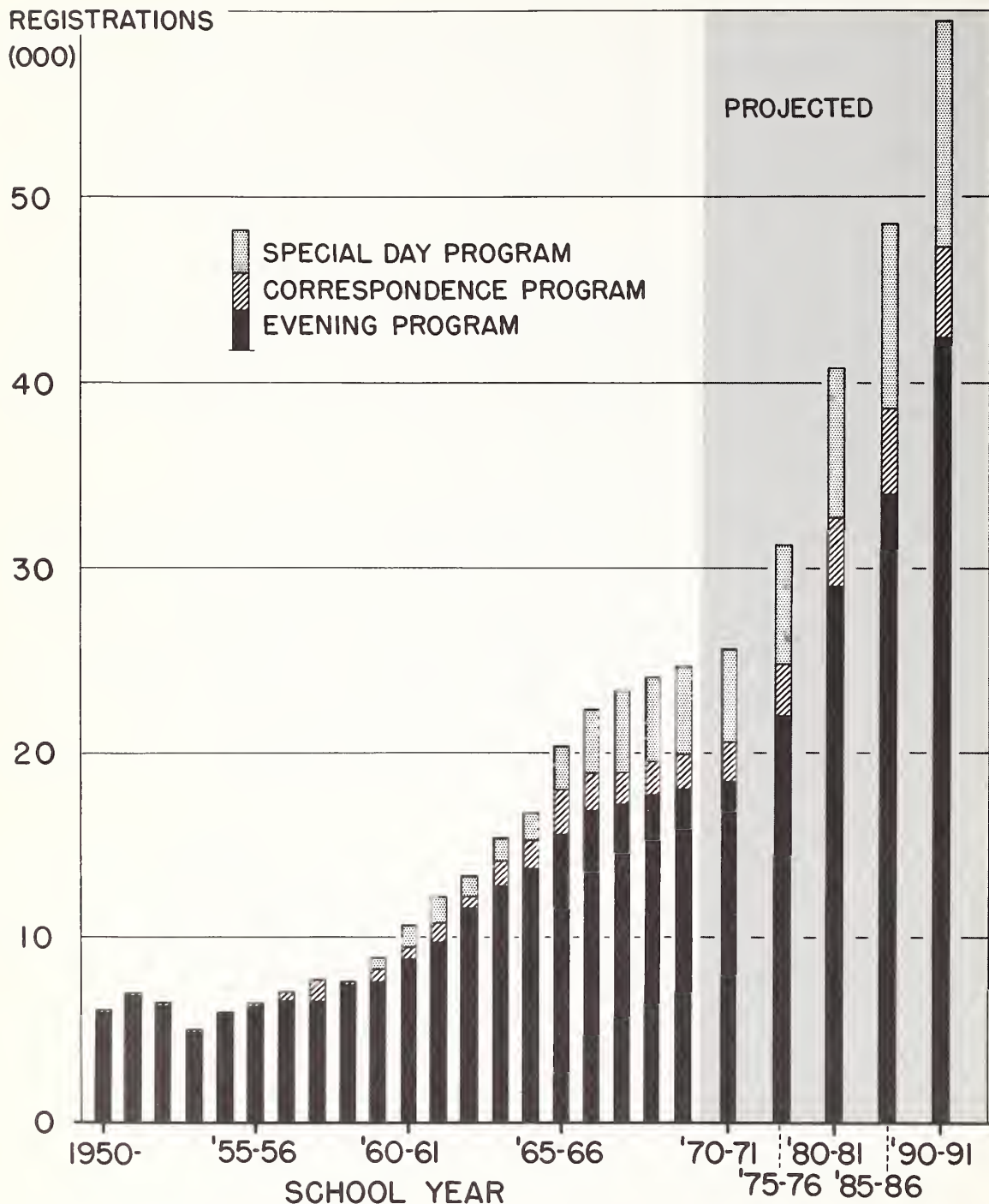
"The Management Gap: At the Federal Level," will be the subject of the third in the lecture series, to be given at 2:00 p.m. Wednesday, April 30, by John N. Erlenborn, United States Representative from Illinois. Elmer B. Staats, Comptroller General of the United States, and Dwight A. Ink, Assistant Director for Executive Management, Bureau of the Budget, will react to Congressman Erlenborn's remarks. The moderator for this lecture will be William B. Prendergast, Republican National Committee.

The final lecture in the series will be "A National Urbanization Policy," to be given at 2:00 p.m. Wednesday, May 7, by William L. Slayton, Executive Vice President, Urban America Incorporated. The two reactors to his remarks will be Albert W. Johnson, United States Representative from Pennsylvania, and Thomas Ludlow Ashley, United States Representative from Ohio. The Chairman of the Planning Committee for this lecture series, William G. Colman, Executive Director, Advisory Commission on Intergovernmental Relations, will moderate this program.

A handwritten signature in dark ink, reading "John B. Holden". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

John B. Holden
Director

U.S.D.A. GRADUATE SCHOOL REGISTRATIONS



These projections have been made by Carey B. Singleton Jr., one of our teachers. The chart was developed by another of our teachers, Nelson P. Guidry. The projections are based on a historical time series therefore do not reflect the extension, growth, or decline as the USDA Graduate School plans are carried to completion.